

## **“COMPETENCY BASED ON TRAINING AND CAREER DEVELOPMENT IN IT SECTOR IN OMR CHENNAI”**

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### **ABSTRACT**

Competency Mapping refers to underlying the strength and weakness of the individual's in organisational performance. It also helps to produce the effective productivity with high quality in the organisation. Competency is a process to identify the skills and behaviour of the employees which makes them more efficient and effective in the organisational. It is done to identify the gap between the competency level of the employee at present and the competency which is required for the employees in the organisation, each and every employee should be evaluated during their training program. This study is done to find out the competency which is based on the training and the career development for the employees in the IT sector. The study is conducted in Chennai, and the sample size for the study was 103 working in the different IT companies.

**KEYWORDS:** Career Development, Competency Mapping, Employees, Training and Development, Skill Competency

### **INTRODUCTION**

A competency establishes a definition of high performance by identifying the critical success factors like behaviours, abilities and attitudes that differentiate high performance from ordinary ones. A competency model also helps a company specify the competencies as professionals and more simply as people who set them apart from the competition. For identifying the gaps between the current and the future, competency can be identified and development areas can be targeted more accurately. In 1973, David McClelland, Professor of Psychology at Harvard University wrote a seminal paper that created a stir in the field of psychology (McClelland, 1973). According to his research, traditional academic aptitude and knowledge content tests seldom predict on-job performance which proved that an employee's academic aptitude, knowledge and grades can't predict the job performance of an employee. The competency should be a perfect combination of skills, knowledge, communication, team work, self development characteristics which is needed to perform effectively the roles in an organisation which will help in the development of the employees overall improvement and ultimately leads to the organisational success. Assessment further helps to recognize the specific gaps between the capability of an individual and the original requirements needed for the present jobs for an employees, this further followed by training and development. The competency based training is not forced to the employees but eventually they felt the importance of these training should take part from their own interest. Skill mapping, thus, is fast becoming important, buzzword for any industry aiming at revamping them-selves to the present competitive situation. It is becoming popular day by day and many companies are showing keen interest in using this technique to improve their efficiency. For every organization should have clear roles and list of competencies required to perform each role effectively. This analysis should be a kind of SWOT analysis, for better understanding which helps to improve his career growth which is not only identifying the gap but also improve knowledge and experience to develop.

### Well Known Components of Competency

- **Skill:** capabilities acquired through practice, such as verbal, skill, knowledge etc.
- **Knowledge:** Understanding acquired through learning.
- **Personal Attributes:** Inborn characteristics
- **Behaviour:** The observable demonstration competency like, skill, knowledge and personal attributes

The success of training in an organization is measured by the number of training sessions given. Training needs to focus on improving the current performance in an organization, as well as ensuring that skill sets exist amongst employees for future competencies required by the organization.

### Competency – Based Career Development

For an organization career management practises, such as career counselling helps them to inspire employees to think ahead about their career growth prospects in the organization. Career development is the most important factor for every employee for their personal as well as for their professional life. The present study supports the Competency Based on training and career development, for every organisation it should be focused area for the employees and for the organizations betterment.

### Competency-Based Training

The competency based training includes the skills- tasks, knowledge and attitude, it's a platform for learning individually and for organizational development and lastly it focus on the traits and skills need to meet. It is specific i.e. Learner focused which includes their skills, knowledge and behaviour which helps in the strategic objectives. Important characteristics of competency based training

- It will clearly define the path through the development process
- Knowledge is gained with the purpose of supporting performances.
- It is a combination of the resources and support materials to enhance the effectiveness.
- Self-paced and learner focused.
- It will at last helps in achieving the mastery of knowledge and required skills.
- Training makes it more efficient and effective learning.

### OBJECTIVES OF THE STUDY

- To analyze the present training scenario in the IT sector and the satisfaction factor of the employees regarding the training.
- To find out the competency motivational factors promoting them as a better employees.
- To analyze the career development in career of the employee through the competency.
- To suggest the measures to overcome the problems faced by the IT sector regarding competency of the employees.

## REVIEW OF LITERATURE

Raven & Stephenson (2001) dealt about individual should know the general competency as following: Meaning of competence is to understanding the nature of the organisation and acting towards organisation goal; Relation to competence is to creating and maintaining the relationship with stakeholders of the organisation; Learning of competency model is to find out the solutions to reflecting on experiences, so that they can know what is learned can be improved the next task; and change of competence have a new ways, when the task or situation calls for it. These competencies would be required and practiced by both the average and know ledged employees in the organisation.

Roth well (2002) by understanding the competency model for organisation, the individual can gain the awareness of the outputs delivered through and it has a “destination for a learning process”. Acquisition of these competencies, an employee may have the difficulty in their job. If training and development opportunities are not taken advantage of the job from their own, as prescribed by an employer once employed, the employees. The ineffective behaviour or inaction usually results them. Even though, through training, and other developmental opportunities such as mentoring, behaviours through organisation leadership, many competencies can be learned by the employee.

David McClelland(1970) who is a professor of Harvard University, tells the idea of competency as, “a term which is used to have an assessment to emphasize the knowledge and evaluating the higher education of the employee. His aim is to provide a conceptual framework that leads to many relevant studies in other fields such as teaching, vocational, business management, and human resource management”.

Thompson and McGrath indicated (1990) “competencies have mingled with knowledge and skills for implementing job effective manner. To be effective in a particular competency, employee should be able to accomplish the targeted results of a job with specific qualifications and personal skills”.

Burgoyue (1993) defines that, a competency as how the goal of organisation which is achieved, by improving the employees performance. Human resource specialists viewed that competency is a tool to provide a common language throughout the organisation to the employees, conduct performance, and determine the training program in the organisation.

The Department of Education Science and Training and the Australian National Training Authority discussed the competency in 2002 as, emphasizing the requirement of qualified skills in all small, medium and large-size enterprises to reach the goal. The results of was formed as the “Employability Skills Framework” in the 2002 Australia White Paper.

Cardy and Selvarajan(2006) concluded that competency is the characteristics which can be significantly differs the high-qualified employees from others who showed poor performance in the organisation.

## RESEARCH METHODOLOGY

### Research Design

Descriptive research design was followed in this research. It is the identification of the training and career development competencies required to perform in the organizational activities.

### Sampling Techniques

For conducting this study Proportionate stratified random sampling was adopted in selecting the respondents.

### Data Collection and Sample Size

The study is based on primary data and secondary data and the respondents are from the employees of different IT sectors in Chennai. The primary data was collected through questionnaires and the Secondary data were collected from books, journals, news papers and websites.

### Sample Size

The study was 103 in IT sector in the bed of OMR. The study is taken for different departments in the organization which is related to training and career development. It also includes soft skills, apprenticeship and technical skills.

### Statistical Tools

This data was analysed through weighted average method, Chi-square, Factor analysis.

## DATA ANALYSIS AND INTERPRETATION

### WEIGHTED AVERAGE METHOD

**Table 1: Role of Training and Career Development**

S. No	Factors	Weight Mean Score	Rank
1	Training provided	3.94	II
2	Improvement in learning skills	3.9	V
3	Career work meets interest	4.01	I
4	Career uses skills	3.64	VII
5	Career works meets values	3.60	VIII
6	Career work requires competences	3.92	III
7	Career work meets life and career balance	3.91	IV
8	Job security	3.86	VI

### INFERENCE

From the above table it is inferred that in the role of training and career development those 8 factors has been analyzed by weighted average method and among those the top three ranks are given high priority by the respondents and their agree (interested) in role of training and career development, the respondents showed neither agree nor disagree with the factor career work meets values.

### CHI SQUARE TESTS

#### HYPOTHESIS

$H_{01}$ : The age and satisfaction level of training which is provided to employees has no association between each other.

**Table 2: Age and Satisfaction Level of Training**

	Value	df	Asymp.sig(2-Sided)
Pearson chi square	23.859(a)	12	.021

### INFERENCE

The calculated value is 23.859 and at this level of significance is 0.021 at degrees of freedom 12. In SPSS, if significance value is less than 0.05 then reject null hypothesis and accept alternative hypothesis and in the above obtained

result the significant value is less than 0.05. So, reject null hypothesis Hence there is a significant association between age and satisfaction level of training.

H<sub>02</sub>: Type of Training does not depend on satisfaction.

**Table 3: Types of Training and Satisfied with Training**

	Value	df	Asymp.Sig. (2-Sided)
Pearson Chi-Square	38.126 <sup>a</sup>	12	.000

## INFERENCE

The calculated value is 38.126 and at this level of significance is 0.000 at degrees of freedom 12. In SPSS, if significance value is less than 0.05 then reject null hypothesis and accept alternative hypothesis and in the above obtained result the significant value is less than 0.05. So, reject null hypothesis. Hence there is a significant relationship between types of training and satisfied with training.

H<sub>03</sub>: The different types of training do not have a dependence on the designations.

**Table 4: Designation and Types of Training**

	Value	df	Asymp.sig (2-Sided)
Pearson chi-square	33.661 <sup>a</sup>	8	.000

## INFERENCE

The calculated value is 33.661 and it significant at this level of significance 0.000 at degrees of freedom 8. In SPSS, if the significant value is less than 0.05 then the null hypothesis is rejected and accepts the alternative hypothesis. In the above obtained result the significant value is less than 0.05. So, reject null hypothesis. Hence there is significant association between Designation and types of training.

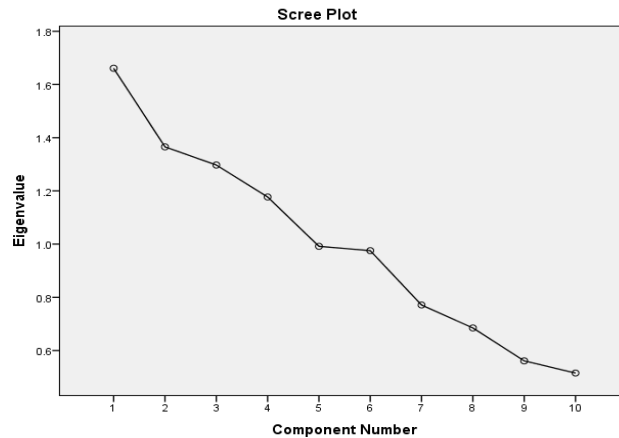
## FACTOR ANALYSIS

**Table 5: Impact of Career Development**

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.682
Bartlett's Test of Sphericity	Approx. Chi-Square	67.890
	df	45
	Sig.	.015

**Table 6**

Total Variance Explained									
Component	Initial Eigen Values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
Experience	1.661	16.609	16.609	1.661	16.609	16.609	1.517	15.173	15.173
Education	1.365	13.655	30.263	1.365	13.655	30.263	1.404	14.041	29.213
Training	1.297	12.974	43.237	1.297	12.974	43.237	1.361	13.606	42.819
Support for attitude	1.177	11.772	55.008	1.177	11.772	55.008	1.219	12.189	55.008



**Figure 1**

## INFERENCE

High value of KMO ( $0.682 > 0.5$ ) indicates that a factor analysis is useful for the present data. The significant value for Bartlett's test of sphericity is 0.015 and is less than 0.05. Which Indicates that there exists significant relationship among the variables. The resultant value of KMO test and Bartlett's Test indicate that the present data is useful for factor analysis. The total variance accounted for by the four factors with Eigen value greater than 1 is 55.01 %. Among the four factors the first factor for around 15% of variance which is the prime criteria considered by any career development while evaluating an impact of career development.

## FINDINGS

- 66% of employees are in favour of technical training and 28% of respondent are in favour of soft skill training
- 52% of the respondents are satisfied with the training provided to them by their organization and 25% are unsure about the satisfaction level of the training.
- 39% of respondents were agree that compared to the past training provided has improved their job performance and 34% respondents are neutral
- Weighted average method shows that the employees are satisfied with training provided by the organization and the employees are improving in their learning skills.
- It is inferred from the chi square analysis –
  - That there is a relationship between age and satisfaction level of training which is provided to employees.
  - There is a relationship between types of training and satisfied with training.
  - There is a relationship between designation and types of training.
- The factor analysis reveals that out of 10 factors, 4 factors have been given high priority based upon the survey report by employees. In that experience has high value 1.661 when compare to other factors. So it can conclude that experience is a major impact of social media.

## SUGGESTION

- Organization's can develop themselves to be proactive with respect of employees are demanding careers, development which requires that the companies should modify their HR system, making it more

competency-based, thereby resolving some major issues of talent management like development and retention of human asset through the career development of the employees.

- The hierarchical relationship between employer and employee is becoming competency-based, and the development of both is very important. From employees' perspective, they are the assets and the training has to be imparted to them and they required competencies.
- The different level of management can adopt the training as an influential part to shine the competencies required for the job.
- The competency based training necessary to be conduct after every six months.

## CONCLUSIONS

Competency based on training and career development. It analyzed the skills and behaviour of the employees which makes them more efficient and effective in the organisational and also analyzed the gap between the past training as well as current training provided to the employees. The training provided by the company lends a hand to them in their day to day activities. Most of the employees get technical training in their organization and they are satisfied with the training provided to them. Employee agrees that they have been improved their learning skills. Competency co-relates with the job performance and it also helps to measure the behaviour of employee. The employees have responsibility in decision making process in the organization. Employees are not sure with their career development since they have been lacked with their proper balance of personal, social and professional life. Team work, interpersonal skills, technical training was the concern for excellence and rest other competencies were up to the mark. The employees was short of external awareness, leadership, social life and but was excellent in interpersonal skills.

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